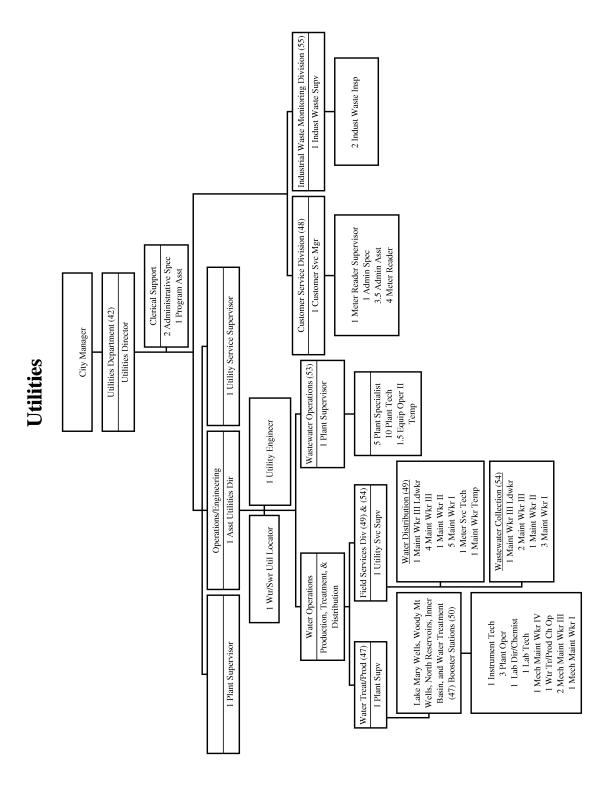
# UTILITIES DEPARTMENT MISSION

The mission of the **Utilities Department** is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.



#### **MISSION**

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

This mission statement is applicable to all Utility divisions and will not be repeated at the beginning of each divisional section.

#### PROGRAM DESCRIPTION

Coordinates activities of the Utilities Department. Administers the department safety program, water conservation program, Water Commission activities, City Change Order Committee, and acts as Forest Service liaison. Assesses Utilities capital improvements needs, prioritizes needs, and provides engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Provides Blue Stake locating services in customer, staff, and City Council inquiries and follows up on complaints. Provides permit administration for NPDES, APP, Reuse, and other permits as required. Reviews new developments and represents the department on a multitude of various committees. Provides all clerical services for the department.

#### **FY03 GOALS/OBJECTIVES AND RESULTS**

- Respond to customer, staff, and Council inquiries in a professional manner. All inquiries were handled professionally and in a timely manner.
- Maintain compliance with Federal and State regulations: Compliance with Federal and State regulation maintained, with minor exceptions.
- Maintain compliance with City mandates: Compliance with City mandates maintained.
- Maintain adequate water and sewer capacity for the City's needs: Adequate water and sewer capacity maintained for City needs.
- Meet deadlines mandated by the City Manager and Council: Deadlines as mandated by the City Manager and/or Council were met.

#### ADDITIONAL ACCOMPLISHMENTS FY03

- Updated 10-year Capital Improvement Program for the Utilities Department.
- Equipped two new water wells.
- Completed construction of Lake Mary Water Treatment Plant addition.
- Developed a policy for the use of reclaimed water.
- Completed customer service survey.
- Developed a new water conservation ordinance.

#### **FY04 GOALS AND OBJECTIVES**

## **GOAL:** PLANNING FOR GROWTH OBJECTIVES:

Insure adequate water and wastewater capacity to meet future City demand as measured by the ratio of projects completed to projects planned per year.

### GOAL: FISCAL HEALTH OBJECTIVES:

Provide for an equitable rate structure as measured by the departmental operating efficiency ratio (total operating costs divided by total customers).

## **GOAL: CUSTOMER SERVICE** OBJECTIVES:

Continue improvement of customer service satisfaction through the utilization of a customer service survey.

PERFORMANCE INDICATORS	FY01	FY02 (EST)	CY03 OR FY03 (EST)
Number of water and sewer impact studies done for private development	9	7	4
CIP expenditures verses budget	48%	60%	80%
O&M expenditures verses budget	90%	90%	90%
Number of water and sewer projects administered	14	18	21
Departmental operating efficiency ratio (total O&M/total population)	NA	NA	\$152
Ratio of projects completed per year to projects budgeted per year	NA	NA	75%
Bill stuffer survey (Positive customer service responses/total responses)	NA	NA	85%

EXPENDITURES BY CATEGORY:										
		Actual	/	Adopted E		Estimated		Adopted		
		penditures		Budget		Expenditures		Budget		get-Budget
	20	001-2002		2002-2003		2002-2003		2003-2004	Variance	
PERSONAL SERVICES	\$	453,296	\$	490,986	\$	512,137	\$	739,744	\$	248,758
CONTRACTUAL		119,952		301,408		160,701		354,013		52,605
COMMODITIES		29,416		30,990		29,627		54,140		23,150
CAPITAL		3,958				10,000		10,000		10,000
TOTAL	\$	606,622	\$	823,384	\$	712,465	\$	1,157,897	\$	334,513
EXPENDITURES BY PROGRAM:										
LAI ENDITORES DI I ROCKAM.										
GENERAL ADMINISTRATION	\$	367,602	\$	565,875	\$	441,007	\$	705,757	\$	139,882
CITY WTR SYSTEM ANALYSIS		6,000		6,000		6,000		10,000		4,000
FIXED ASSET INVENTORY		6,607		3,078		10,178		12,455		9,377
CITY SWR SYSTEM ANALYSIS		5,018		5,000		5,001		5,000		_
ENGINEERING		197,272		215,730		215,541		317,379		101,649
BLUE STAKE		(4,616)		(3,099)		(2,553)		(4,249)		(1,150)
WATER CONSERVATION		28,739		30,800		27,291		101,555		70,755
WILDLIFE VIEWING AREA		-		-		10,000		10,000		10,000
TOTAL	\$	606,622	\$	823,384	\$	712,465	\$	1,157,897	\$	334,513
SOURCE OF FUNDING:			OTE:		_		\$	4 455 055		
	WATER AND WASTEWATER FUND							1,157,897		
								1,157,897		
COMMENTARY										

The Utilities Administration operating budget has increased 39% and capital expenditures total \$10,000 for a net increase of 40%. Personal Services increases are due to three new positions, employee merits, retirement contributions, and insurance costs. Contractuals and Commodities increases are due to consultant fees, customer survey, gas, copies, promotional materials, and software. One-time expenditures for this division are \$60,600 for consultant fees, \$850 for promotional materials related to a bond program, and \$4,000 for Water Gems software. Capital is \$10,000 for the construction of a wildlife viewing area along the Rio de

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The Lake Mary Water Treatment Plant provides convention surface water treatment for waters from Upper Lake Mary. Staff is also responsible for the operations of other production facilities including Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, the Reservoir Filtration Plant, local wells, and several tanks/booster stations (Division 50). The analytical laboratory is state certified. The lab provides analysis for: process control, metals and microbiological contaminates from the City's potable water system.

#### FY03 GOALS/OBJECTIVES AND RESULTS

- Economically provide water that meets Safe Drinking Water Act requirements to the citizens of Flagstaff: New filter building anticipated to be online Spring 2003.
- Make the public aware of production techniques through education programs and demonstrations.
- Manage the quantity of water from various sources to provide adequate flows for domestic usage and fire protection. Water supplied adequately with heavy operation of well fields due to scarce surface water supply. Shop well anticipated being on-line June 2003.
- Enhance water system security: Vulnerability assessment bid awarded to Tetra Tech.

#### **ADDITIONAL ACCOMPLISHMENTS FY03**

- Extensive maintenance of Lake Mary Wells to ensure operation.
- \* Reservoir filtration plant roof design completed.
- Woody Mountain #9 is changed from line shaft to submersible.
- Woody Mountain #2 is re-equipped.

#### **FY04 GOALS AND OBJECTIVES**

#### GOAL: PUBLIC SAFETY

**OBJECTIVES:** 

- Continue improvement of community water system security.
- Complete vulnerability assessment.

### GOAL: QUALITY OF LIFE

**OBJECTIVES:** 

Economically provide water that meets Safe Drinking Water Act requirements to the citizens of Flagstaff.

PERFORMANCE INDICATORS	CY1	CY02	CY03 OR FY04 (EST)
Number of gallons of water produced (millions)	2,869	2857	3,000
Cost per thousand gallons of treated water	\$1.00	\$1.07	\$1.00
Number of Safe Drinking Water Act Violations	-0-	2-	-0-
Number of water tests performed	956	1118	1150
Number of water quality complaints	14	3	10

EXPENDITURES BY CATEGORY:										
EXI ENDITORES BY GATEGORY.		Actual		Adopted	F	Estimated		Adopted		
	E	kpenditures		Budget	_	penditures		Budget	Bud	get-Budget
		2001-2002	2	2002-2003		2002-2003	2	2003-2004		/ariance
PERSONAL SERVICES	\$	577,075	\$	664,327	\$	628,207	\$	689,888	\$	25,561
CONTRACTUAL		1,572,422		1,764,475		1,909,807		1,970,414		205,939
COMMODITIES		201,618		254,116		222,397		288,419		34,303
CAPITAL		725,587		568,700		484,417		619,600		50,900
TOTAL	\$	3,076,702	\$	3,251,618	\$	3,244,828	\$	3,568,321	\$	316,703
EXPENDITURES BY PROGRAM:										
GENERAL ADMINISTRATION	\$	394,199	\$	470,864	\$	440,629	\$	485,397	\$	14,533
WATER TREATMENT OPERATION	Ψ	280,162	Ψ	310,647	Ψ	271,652	Ι Ψ	306,069	Ψ	(4,578)
CHEMICAL ANALYSIS		171,018		171,272		171,800		182,983		11,711
BLDGS & GROUNDS MAINT		52,064		98,149		73,361		70,291		(27,858)
EQUIPMENT MAINTENANCE		169,353		148,445		149,083		110,636		(37,809)
USFS LAKE MARY CONTRACT		8,860		8,860		17,720		8,860		- ,
UPPER LAKE MARY DAM IMP		31		21,000		2,371		21,000		_
SEDMNTION BASIN MODS (90)		5,745		15,000		15,000		15,000		-
SCADA TRACKING		10,280		28,850		22,350		38,850		10,000
FOXGLEN WELL		77,149		76,053		81,537		-		(76,053)
CONTINENTAL WELL		63,743		76,053		76,509		-		(76,053)
LOCAL WELLS		183,870		50,000		-		375,748		325,748
FUTURE PROG		268,053		-		-		-		-
LAKE MARY WELLFIELDS		443,730		605,705		615,355		647,050		41,345
WOODY MOUNTAIN WELLFIELD		747,990		936,678		1,044,035		1,039,073		102,395
NORTH RESERVOIRS		103,542		35,665		78,885		52,030		16,365
INNER BASIN DEVELOPMENT		71,913		76,215		61,754		85,952		9,737
INNER BASIN PIPELINE		25,000		122,162		122,787		129,382		7,220
TOTAL	\$	3,076,702	\$	3,251,618	\$	3,244,828	\$	3,568,321	\$	316,703
SOURCE OF FUNDING:	WA	TER AND WA	ASTF	WATER FUNI	D		\$	3,568,321		
				\$	3,568,321					

The Lake Mary Water Treatment Plant operating budget has increased 9% and capital expenditures total \$619,600 resulting in an overall net increase of 9%. Personal Services increases are due to employee merits, retirement contributions, and insurance costs. Contractuals increases are primarily due to power for use of new town wells and increased use of the Woody Mountain Wellfield. Other increases are for consulting, advertising, postage, registration, and maintenance. Commodities increases are due to safety supplies, cylinder deposits, gas, small tools, new well operations, and various equipment. One-time expenditures for this division are \$1,200 for an emergency escape pack, \$5,000 for a consultant to design basin pump over system, \$3,100 for a portable water sampling kit, \$12,000 for security sky lights, \$3,000 for a portable welding unit, and \$9,400 for two activators. Major capital (>\$10,000) includes \$400,000 for annual well maintenance, \$20,000 for dam improvements, \$16,000 for basin pump system, \$48,500 for a generator, \$10,000 for SCADA UPS unit, \$129,382 for Inner Basin pipe replacement, and \$20,000 for the land acquisit

Customer Service is responsible for meter reading, water and sewer billing, and collection of delinquent accounts including the disconnection and lock off of water service for unpaid billings and non-sufficient fund checks for the Utilities Department. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. This division is also responsible for cashiering operations for most City departments and for the calculation and collection of utility system fees for all new or added construction.

#### **FY03 GOALS/OBJECTIVES AND RESULTS**

- Provide quality customer service: Continued to research available software programs for use with Internet information, interactive voice, and credit card acceptance.
- Minimize delinquent accounts: Delinquency notices/turnoffs minimized by sending on time delinquency notices and performing follow-up turn offs
- Send out timely and accurate utility and system fee billings: Initiated program to convert to radio read meters.

#### ADDITIONAL ACCOMPLISHMENTS FY03

- Began transmitting bank draft and Cycle Bill data directly to bank and bill processor.
- Received and trained on new Version 6.1 of H.T.E. Customer Information System software.

#### **FY04 GOALS AND OBJECTIVES**

### GOAL: CUSTOMER SERVICE

- OBJECTIVE:
- Through technology offer easier access to information and bill payment.
- Realize sufficient staffing and ongoing training to Customer Service Representatives in technology and Customer Handling.
- Send out timely and accurate utility and system fee billings.
- Minimize estimates by efficient meter reading and the addition of automated meter radio reads.
- Continue scrutiny of exceptions; utilization of technology to spot problems.

### GOAL: FISCAL HEALTH OBJECTIVES:

- Minimize delinquent accounts by sending on-time delinquency notices and performing follow-up turnoffs.
- Continue program of billing extra deposits to frequent cut-off list accounts reducing write offs.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Total billed including water/wastewater/other	\$22.6 million	\$23.2 million	\$22.5 Million
Meter Reader Efficiency - impact of applied technologies (meters read per Reader per Quarter)	14,228	17,022	17,500
Division Efficiency (Division Base Cost/Meters Read)	\$3.36	\$3.05	\$3.04
Total System and Capacity Fees, Taps, Etc. collected	\$1.4 million	\$2.1 million	\$2.2 Million
Collections Activity - Percent of Delinquent Accounts (Delinquent Accounts/Total Accounts)	3.8%	4.7%	4.8%
Percent of Estimated Reads	11.78%	0.20%	2.00%

EXPENDITURES BY CATEGORY:										
		Actual		Adopted	_	stimated		Adopted	Dua	lasat Dudasat
		penditures 001-2002		Budget 2002-2003		Expenditures 2002-2003		Budget 003-2004	Budget-Budget Variance	
PERSONAL SERVICES	\$	390,063		\$ 450,198		445,006	\$ 465,310		\$ 15,112	
CONTRACTUAL	Ψ	109,308	Ψ	126,950	\$	127,533	Ψ	172,500	Ψ	45,550
COMMODITIES		26.709		31,970		31.947		61,430		29,460
CAPITAL		18,011		36,330		36,330		-		(36,330)
TOTAL	\$	544,091	\$	645,448	\$	640,816	\$	699,240	\$	53,792
EXPENDITURES BY PROGRAM:										
GENERAL ADMINISTRATION FIELD READING COLLECTION CUSTOMER SERVICE	\$	101,728 151,824 51,635 238,904	\$	101,298 208,049 52,751 283,350	\$	96,649 208,066 52,751 283,350	\$	178,082 178,997 58,325 283,836	\$	76,784 (29,052) 5,574 486
TOTAL	\$	544,091	\$	645,448	\$	640,816	\$	699,240	\$	53,792
SOURCE OF FUNDING:										
	LIBR HIGH WAT AIRF	ERAL FUND ARY FUND HWAY USER ER AND WA ORT FUND IRONMENTA	R REVI	\$ <b>\$</b>	15,588 1,023 3,749 609,577 1,037 68,266 699,240					

The Customer Service operating budget has increased 14% and there are no capital expenditures. Personal Services increases are due to employee merits, retirement contributions, insurance cost, and overtime. Contractuals increases are due to printing and mailing because of an increased customer base, maintenance of HTE programs, maintenance on credit card program, credit card transaction fees, and postage. Commodities increases are due to purchase of a laptop and software for credit cards. One-time expenditures for this division are \$2,500 for a laptop and \$27,500 for software.

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The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

#### FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ A commitment to 100% customer satisfaction: Received several letters complimenting our crews on the way customer complaints were handled.
- Maintain water pressures throughout our service area within American Water Works Association (AWWA) guidelines: Immediate response to our customers' pressure problems, minimizing complaints and safety concerns.
- Repair water main breaks in a timely manner, working continuously until service has been restored: Customer service disruption has been minimized.
- Maintain all fire hydrants at operational levels, with minimal downtime for repairs: Hydrants are checked yearly and repaired as necessary, assuring maximum fire protection.
- Set meters in a timely manner for contractors, developers and homeowners: Meters are paid for and installed within ten working days.
- Ensure water meters are accurately recording customers' usage within AWWA guidelines: Meters are tested, repaired or replaced on a regular basis to ensure accuracy.
- Reduce accidents and maintain high safety standards: Weekly tailgate safety talks and an increase in safety training has reduced the number and severity of our accidents.

#### **ADDITIONAL ACCOMPLISHEMENTS FY03**

- Butler "X" Interchange Project: Worked with engineers, contractors and customers, coordinating a wide variety of projects including: Valve installations, realignments, shutdowns, turnons, mainline flushing and emergency repairs to our 24", 16" and 8" waterlines.
- Continental Sports Park Complex: Installation of a reclaim meter, meter vault and related electrical lines and conduits. Reducing potable water usage at this park by over two and a half million gallons per year.
- Radio Read Meters: Installation of an additional, one thousand radio-read meters in selected subdivisions. Enhancing customer service, by

- providing a safe, estimate free billing process, while increasing our overall efficiency and lowering operating costs.
- Pine Canyon Subdivision: Worked with private and public engineers, contractors and customers, coordinating a wide variety of projects including: 2-24" valve installations, realignments, shutdowns, turn-ons, mainline flushing and repairs to our 27" water transmission main.
- Reclaim Fire Hydrant Installations: Installation of two reclaim fire hydrants at specific locations around town. Reducing valuable potable water usage, while making the load-out areas more accessible to our customers.
- ❖ Distribution Operator Certifications: 100% successful completion by division personnel of an Arizona Department of Environmental Quality Operator training, testing and certification program. Ensuring our customers of clean pleasant tasting drinking water at adequate pressures throughout our distribution system.

#### **FY04 GOALS AND OBJECTIVES**

#### GOAL: CUSTOMER SERVICE

**OBJECTIVES:** 

- ❖ A commitment to 100% customer satisfaction.
- Set meters in a timely manner for contractors, developers, and homeowners.

GOAL: FISCAL HEALTH

OBJECTIVE:

Target zero accidents annually.

### GOAL: PLANNING FOR GROWTH

OBJECTIVE:

Maintain water pressures throughout our service area within American Water Works Association (AWWA) guidelines.

## **GOAL:** ORGANIZATIONAL SUPPORT OBJECTIVE:

Develop multi-skilled workforce.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Number of complaints and responses	271	207	240
Number of meter replacements and repairs	612	655	650
Number of work orders completed	2,315	3,685	3,000
Cost per service/water distribution system	\$11.52	\$13.57	\$13.00

EXPENDITURES BY CATEGORY:										
		Actual		Adopted	Е	stimated		Adopted		
	Ex	penditures		Budget		Expenditures		Budget		lget-Budget
	2	2001-2002		2002-2003		2002-2003		2003-2004		/ariance
PERSONAL SERVICES	\$	638,431	\$	686,818	\$	692,634	\$	718,193	\$	31,375
CONTRACTUAL		44,304		52,282		58,938		52,362		80
COMMODITIES		107,804		140,269		133,682		143,036		2,767
CAPITAL		144,853		91,000		85,293		91,000		-
TOTAL	\$	935,392	\$	970,369	\$	970,547	\$	1,004,591	\$	34,222
EXPENDITURES BY PROGRAM:										
GENERAL ADMINISTRATION	\$	120,537	\$	168,323	\$	139,972	\$	178,633	\$	10,310
WATER SYS MAINT-OPERATION		203,908		142,689		145,053		139,042		(3,647)
MAIN & SERVCE LINE REPAIR		193,433		202,259		237,587		209,218		6,959
MAIN EXT-FIRE HYDR/VALVE		56,614		56,065		66,220		58,190		2,125
VALVE & FIRE HYDR MAINT		116,297		116,352		120,077		120,090		3,738
METER INSTALLATION		162,935		202,561		175,448		209,298		6,737
METER REPAIR & TESTING		81,668		82,120		86,190		90,120		8,000
TOTAL	\$	935,392	\$	970,369	\$	970,547	\$	1,004,591	\$	34,222
SOURCE OF FUNDING:										
	WA	ΓER AND WA	ASTEV	\$	1,004,591					
	·····							1,004,591		
					\$	, ,				
COMMENTARY										

The Water Distribution operating budget has increased 3% and capital expenditures total \$91,000 resulting in an overall net increase of 3%. Personal Services increases are due to employee merits, retirement contribution, and insurance costs. Contractual increases are due to stormwater fees. Commodities increases are due to gas, vehicle maintenance, and one-time purchases of equipment. One-time expenditures for this division are \$800 for a hand-held radio replacement and \$4,900 for a hydraulic valve operator. Major capital (>\$10,000) includes \$79,000 for water meters, vaults, and related items.

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Provides for the operation and maintenance of booster stations providing domestic and fire service outside of the normal pressure zones of the water distribution system.

#### FY03 GOALS/OBJECTIVES AND RESULTS

- Installed manufactured Amberwood Booster Station
- Placed solar panel and RTU at Christmas Tree Reservoir for accurate level measurement.

#### ADDITIONAL ACCOMPLISHMENTS FY03

- Pump impellors trimmed at Railroad Springs Booster Station.
- Access ladder and cable reconstructed for adequate security.

#### FY04 GOALS AND OBJECTIVES

GOAL: CAPITAL IMPROVEMENTS OBJECTIVE:

Make booster stations positive visual assets to the community.

#### PERFORMANCE INDICATORS

See Division 47.

EXPENDITURES BY CATEGORY:										
		Actual						Adopted	Due	last Dudast
		penditures 001-2002		Budget 2002-2003		Expenditures 2002-2003		Budget 003-2004		lget-Budget Variance
DEDCOMAL SERVICES	\$		\$		\$				\$	
PERSONAL SERVICES	ф	21,728	Ф	39,208	Ф	22,561	\$	23,795	Þ	(15,413)
CONTRACTUAL		20,256		22,650		21,150		26,150		3,500
COMMODITIES		1,206		3,150		3,212		3,150		-
CAPITAL TOTAL	•	2,159 <b>45,349</b>	\$	65,008	\$	46,923	\$	53,095	\$	(11,913)
ITOTAL	<del>-</del>	45,349	<u> </u>	65,006	<del>-</del>	40,923	Þ	55,095	φ	(11,913)
EXPENDITURES BY PROGRAM:										
GENERAL ADMINISTRATION	\$	24,728	\$	46,208	\$	29,618	\$	30,795	\$	(15,413)
ZONE A		2,159		350		461		350		=
KINLANI		1,241		1,850		1,850		1,850		-
UNIVERSITY HIGHLANDS #1		4,803		1,300		1,300		1,300		-
AIRPORT BOOSTER		40		1,100		2,600		2,600		1,500
AMBERWOOD BOOSTER		-		3,150		-		3,150		-
RAILROAD SPRINGS BOOSTER		12,378		11,050		11,094		13,050		2,000
TOTAL	\$	45,349	\$	65,008	\$	46,923	\$	53,095	\$	(11,913)
SOURCE OF FUNDING:										
SOURCE OF TONDING.	WAT	ER AND WA	ASTEV	\$	53,095					
				\$	53,095					
								,		
COMMENTARY:									1	

#### COMMENTARY:

The Booster Station operating budget has decreased 19% and there are no capital expenditures. Personal Services decreases are due to less hours being charged for maintenance of the Booster Stations. Contractual increases are due to power cost at the Airport and Rail Road Springs booster stations.

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Divisions 53 and 56 have been combined into Division 53 for FY 2004.

The Wildcat Hill Wastewater Plant is a 6 million gallonper-day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastewater to the Fairfield golf courses and contractors. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims the water for a variety of non-potable uses, principally landscape irrigation. Water not used for irrigation is released to the Rio de Flag wash for riparian enhancement. The automated treatment facility uses advanced technology to produce non-potable water that is certified Grade A+ by the State of Arizona. The program monitors quality control of product water and downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaimed water storage facilities at Buffalo Park.

#### **FY03 GOALS/OBJECTIVES AND RESULTS**

- Provide wastewater treatment and reclaimed water that meets or exceeds all state and federal permit requirements: All requirements met.
- Maintain State Certified Laboratory Standard; all standards met.
- Treat all wastewater to NPDES Permit requirements: All requirements met.
- Encourage use of reclaimed wastewater by Fairfield golf courses and contractors. Golf course and contractors are using reclaimed water.
- Minimize treatment cost per unit of treated wastewater: Ongoing effort to be accomplished through the continued cross training of staff between the Rio and Wildcat Hill facilities.

#### **ADDITIONAL ACCOMPLISHMENTS FY03**

- Installed new de-watering device.
- Completed implementation of multi-skilled worker and specialist compensation program.
- Changed operation of Bio-Filters. Now running on one Bio-Filter instead of two for six months of the year. This will reduce equipment wear and tear and improve the final effluent.

- Continued to improve combining the work force and team concept between Rio and Wildcat Hill staff.
- Waukesha top-end rebuild, including piston and ring replacement.
- Installed 24-hour load out station for reclaimed water (Hydrant location outside of plant site).
- Re-vamp and upgrade of Otox gas monitoring system. Complete.
- Reduced staffing at the Rio Plant by one full-time employee.
- Added chemical addition facilities for secondary clarification to maintain ADEQ A+ reclaim water rating. Facility is fully functional and tested, would be used in emergency manner only.
- Implemented an on going cross training program between Wildcat hill and Rio Plant staff.

#### **FY04 GOALS AND OBJECTIVES**

#### GOAL: PLANNING FOR GROWTH

**OBJECTIVES:** 

- Encourage use of reclaimed water.
- Minimize treatment cost per unit of treated wastewater.

### GOAL: ORGANIZATIONAL SUPPORT

**OBJECTIVES:** 

- Integrate operations and management with the Rio de Flag Water Reclamation Plant.
- Institute skill-based pay.
- Develop multi-skilled workforce.

### GOAL: CUSTOMER SERVICE OBJECTIVES:

 Provide a commitment to 100% customer satisfaction.

PERFORMANCE INDICATORS (Wildcat Hill WWTP)	CY01	CY02	CY03 OR FY04 (EST)
Gallons of influent treated (billions)	1.5705	1.5304	1.6
Gallons of septage treated (millions)	0.8786	1.2106	1.3
Gallons of reclaimed water sold (millions)	341.741	401.67	402
Gallons of grease treated (thousands)	125.232	245.645	250
Gallons of commercial interceptor sludge (thousands)	35.875	35.85	36
Dry metric tons of solids/sludge injected	1558.9	1294.53	1300
Cost per thousand to treat (influent)	0.91	\$0.95	0.95

PERFORMANCE INDICATORS (Rio de Flag Water Reclaimed Facility)	CY01	CY02	CY03 OR FY04 (EST)		
Gallons of wastewater treated (millions)	682.7	675.9	676		
Gallons of reclaimed H20 produced (millions)	654.4	646	650		
Gallons of reclaimed H20 reused (millions)	102.8	163.1	175		
Cost to produce 1,000 gallons reclaimed H20	\$0.96	\$0.98	\$1.00		

EXPENDITURES BY CATEGORY:										
		Actual		Adopted	E	Estimated		Adopted		
	E	penditures		Budget	E	kpenditures		Budget	Bud	get-Budget
	2	2001-2002	2	2002-2003	2	2002-2003	2003-2004		Variance	
PERSONAL SERVICES	\$	877,385	\$	935,194	\$	887,343	\$	913,232	\$	(21,962)
CONTRACTUAL		840,258		942,696		925,278		1,014,932		72,236
COMMODITIES		249,519		336,454		308,454		379,675		43,221
CAPITAL		299,885		138,324		179,975		85,175		(53,149)
TOTAL	\$	2,267,047	\$	2,352,668	\$	2,301,050	\$	2,393,014	\$	40,346
EXPENDITURES BY PROGRAM:										
EXPENDITURES BY PROGRAM.										
GENERAL ADMINISTRATION	\$	148,125	\$	198,532	\$	172,205	\$	193,553	\$	(4,979)
WC-PLANT OPERATIONS		473,829		460,551		485,847		509,796		49,245
WC-PLANT MAINTENANCE		654,679		635,678		681,537		638,846		3,168
WC-LAB-PROC CNTRL-MONTR		97,325		111,657		101,224		108,785		(2,872)
WC-SEPTAGE		8,841		10,362		9,642		15,209		4,847
WC-WH RIO MAINTENANCE		1,838		6,175		4,892		7,558		1,383
WC-DRYING BEDS OPERATIONS		-		1,750		1,125		1,847		97
WC-SLUDGE INJECTION		69,090		64,131		64,730		75,811		11,680
RP-PLANT OPERATIONS		405,828		419,478		407,568		479,561		60,083
RP-PLANT MAINTENANCE		291,285		227,890		174,868		143,427		(84,463)
RP-LAB-PROC CNTRL-MONITOR		83,155		90,464		71,412		75,621		(14,843)
RP-RECLAIM CONNECTIONS		33,052		126,000		126,000		143,000		17,000
TOTAL	\$	2,267,047	\$	2,352,668	\$	2,301,050	\$	2,393,014	\$	40,346
SOURCE OF FUNDING:										
	WA	TER AND WA	ASTE		\$	2,393,014				
				\$	2,393,014					

For FY 2004, we are combining the operating divisions for Wildcat and Rio de Flag plants. The amounts shown reflect the combination of the two divisions. The Wastewater Treatment operating budget has increased 4% and capital expenditures total \$85,175 resulting in an overall net increase of 2%. Personal Services decreases is due to the elimination of one position offset by increases for employee merits, retirement contributions, insurance costs, and overtime. Contractuals increases are primarily due to utilities, maintenance, rents, reclaim rebates, and carbon replacement. Commodities increases are due to chemicals, vehicle parts, office supplies, safety supplies, and various equipment.

One-time expenditures for this division are \$4,000 for stairs, \$5,000 for sludge monitors, \$5,286 for vehicle parts, \$2,500 for a welder replacement, \$25,850 to replace carbon, \$6,614 for a sludge injector hose, \$8,430 for a 10-year land lease, \$4,200 for flame arrestors, \$4,100 for a backwash pump, \$7,309 for sand, \$4,999 for a rotor, \$8,500 for repairs to secondary collection system, and \$29,455 for carryover of TSS probes. Major capital (>\$10,000) includes \$29,300 for an influent flow meter, \$15,000 for phone system, and \$28,500 for blower modifications.

This program is responsible for the day-to-day maintenance of the wastewater collection system, reclaimed wastewater distribution system, and repair and/or maintenance of damaged pipelines and manholes. Personnel make all taps into City sewers from this program.

#### FY03 GOALS/OBJECTIVES AND RESULTS

- Maintain a minimal level of service calls related to City problems: Lower level of service calls maintained at prior year level indicating a trend of better service.
- Avoid damages to property caused by sewer problems: Have been successful to date.
- Develop a matrix of worker skills required by level: Continuing effort through EMA process.
- Develop training plans and criteria for all major equipment: Continuing effort through EMA process.
- Improve crew "ownership" of operations: Efforts are continuing.

#### **ADDITIONAL ACCOMPLISHMENTS FY03**

- Reclaim Meter Installations: Installation of two reclaim water meters and vaults at the Foxglenn Sports Complex and at Thomas Elementary School Park Project. Reducing potable water usage at these two locations by more than five million gallons per year.
- Crown Spraying: The Collection Crew was tasked with the treatment of a concrete wastewater interceptor main. Spraying the roof of the concrete pipe with a corrosive inhibiting chemical to prolong the structural integrity of the pipe until it can be replaced. Benefiting the city with a cost and savings benefit of over \$60,000.
- City Managers Excellence Award: The Wastewater Collection Division was awarded the City Managers Excellence Award for continued customer service.
- Collection System Operator Certifications: 100% successful completion by division personnel of an Arizona Department of Environmental Quality Operator training, testing and certification program. Ensuring proper installation, operations, maintenance and repairs of the wastewater collection system.

#### **FY04 GOALS AND OBJECTIVES**

GOAL: CUSTOMER SERVICE

**OBJECTIVES:** 

Continue the reduction of service calls.

GOAL: ORGANIZATIONAL SUPPORT

**OBJECTIVES:** 

- Develop a multi-skilled workforce.
- Develop training plans and criteria for all major equipment.
- Improve crew "ownership" of operations.

PERFORMANCE INDICATORS	CY010	CY02	CY03 OR FY04 (EST)
Miles of sewer cleaned or rodded	193.7	175.4	190
Number of blockages (City responsibility)	39	52	45
Number of feet of sewer televised	71,472	64,705	67,000
O & M cost per service account	\$9.29	\$9.38	\$9.40

EXPENDITURES BY CATEGORY:										
	Actual		Adopted		Estimated		Adopted			
	Expenditures		Budget		Expenditures		Budget		Budget-Budget	
	2001-2002		2002-2003		2002-2003		2003-2004		Variance	
PERSONAL SERVICES	\$	417,986	\$	440,656	\$	455,285	\$	412,622	\$	(28,034)
CONTRACTUAL		42,372		42,045		40,528		41,550		(495)
COMMODITIES		86,138		99,350		90,679		100,021		671
CAPITAL		53,502		165,000		140,000		275,000		110,000
TOTAL	\$	599,998	\$	747,051	\$	726,492	\$	829,193	\$	82,142
EXPENDITURES BY PROGRAM:										
GENERAL ADMINISTRATION	\$	187,284	\$	201,494	\$	181,473	\$	162,600	\$	(38,894)
SERVICE CONNECTIONS		26,424		17,036		15,743		18,139		1,103
PREVENTIVE MAINTENANCE		222,580		199,149		216,313		460,936		261,787
TV INSPECT & HYDRO-CLEAN		87,799		243,609		228,329		91,226		(152,383)
CORRECTIVE MAINTENANCE		60,438		77,489		76,437		84,225		6,736
RECLAIMED WATER LINE		15,473		8,274		8,197		12,067		3,793
TOTAL	\$	599,998	\$	747,051	\$	726,492	\$	829,193	\$	82,142
SOURCE OF FUNDING:										
	WATER AND WASTEWATER FUND					\$	829,193			
						\$	829,193			

The Wastewater Collection operating budget has decreased 5% and capital expenditures total \$275,000 resulting in an overall net increase of 10%. Personal Services decrease is due to the transfer of one position to Utilities Administration. This decrease is net of increases for employee merits, retirement contributions, and insurance costs. Commodities increase is due to a one-time expenditure for cell phones. Major capital (>\$10,000) includes \$275,000 for a hydro-vac vehicle.

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This division provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City sewer system to assure compliance with Local, State and Federal mandated pre-treatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, STET monitoring, and septage control.

#### **FY03 GOALS/OBJECTIVES AND RESULTS**

- Ensure that the City is in compliance with State and Federal NPDES pre-treatment requirements: All requirements met.
- Ensure all EPA regulated industries are in compliance with Federal and City discharge limits: Requirements met.
- Identify unauthorized discharges into the City's wastewater collection system: Industrial samples analyzed to indicate non-compliant discharge. Corrective or enforcement action utilized as appropriate.
- Ensure that the City is in compliance with state backflow prevention and cross-connection control requirements: Both operational and administrative activities performed.
- Review all new construction developments to assess needs for pre-treatment and backflow prevention: Work cooperatively with the Building Department. Review plans and actively participate in DRB.
- Provide service to our internal and external customers, beyond their expectation: On-going effort to provide excellent customer service.

#### **ADDITIONAL ACCOMPLISHMENTS FY03**

- All division personnel maintained required State and Federal certifications.
- Provide state wide pretreatment training opportunity on electronic data collection and transfer.
- Installed new combined pretreatment/backflow database.
- Fats, oils, and grease management program audited by EPA Region 9 and found to be above standard.
- Provided training opportunities in Cross-Connection Control and Pretreatment to the public and staff.

#### **FY04 GOALS AND OBJECTIVES**

GOAL: PUBLIC SAFETY

**OBJECTIVES:** 

- Prevent bypass of the Public Owned Treatment Works (POTW).
- Prevent back flow of contaminants into potable water system.

#### GOAL: COLLABORATON

**OBJECTIVES:** 

Encourage pollution prevention for business and industries.

### **GOAL: CUSTOMER SERVICE** OBJECTIVES:

Provide service to our internal and external customers, beyond their expectation.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)		
Number of businesses inspected for potential cross connection	654	1,272	1,200		
Number of backflow device tests logged	1,263	1,539	1,700		
Number of compliance samples analyzed	2,530	6,367	2,500		
Number of pre-treatment business inspections	753	1,444	1,500		
Percent of failed back flow tests	NA	-0-	-0-		

EXPENDITURES BY CATEGORY:										
	Actual		Adopted		Estimated		Adopted		Dura	deret Durderet
	Expenditures 2001-2002		Budget 2002-2003		Expenditures 2002-2003		Budget 2003-2004		Budget-Budget Variance	
PERSONAL SERVICES	\$			\$ 168,439		\$ 164,672		177,680	\$	9,241
CONTRACTUAL	Ψ	119,550	Ψ	56,199	Ψ	55,579	\$	99,877	Ψ	43,678
COMMODITIES		23,771		32,610		33,409		20,907		(11,703)
CAPITAL		8,576		-		-				-
TOTAL	\$	302,512	\$	257,248	\$	253,660	\$	298,464	\$	41,216
EXPENDITURES BY PROGRAM:										
GENERAL ADMINISTRATION	\$	107,181	\$	111,286	\$	122,551	\$	160,233	\$	48,947
NPDES MONITORING		37,671		31,814		30,457		31,660		(154)
INDUSTRIAL WASTE MONITOR		69,851		86,465		61,288		77,944		(8,521)
HAZARDOUS WASTE		3,380		3,593		3,592		3,827		234
BACKFLOW X CONN. CONTROL		28,852		24,410		24,381		25,004		594
STORM WATER		-		(320)		-		(204)		116
LOCAL LIMITS STUDY		55,577				11,391		-		-
TOTAL	\$	302,512	\$	257,248	\$	253,660	\$	298,464	\$	41,216
COURCE OF FUNDING:										
SOURCE OF FUNDING:	NDING: WATER AND WASTEWATER FUND						\$	298,464		
	WAILKAND WAGILWAILKI OND					\$	298,464			
							<u> </u>	200,707		
COMMENTARY										

COMMENTARY:
The Wastewater Monitoring operating budget has increased 16% and there are no capital expenditures. Personal Services increases are due to employee merits, retirement contributions, and insurance costs. Contractuals increase is due to local limits sampling. Commodities decreases are due to the net effect of prior year one-time items and printer replacement. One-time expenditures for this division are \$45,000 for EPA mandated local limits sampling and \$3,000 for a replacement printer.

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